

Abundance is a

word we use for our 150-acre Harrah's Lake Tahoe

An abundance of luxury. We're America's only Mobil Five-Star and AAA Five Diamond hotel and casino. An abundance of fine restaurants. The Summit at Harrah's is Lake Tahoe's finest. Holiday Inn and Best Western, award winners.

An abundance of entertainment. Casino, nightclubs, 15 Harrah's showgirls, 1000 slot machines.

An abundance of fine food. 10 restaurants, 1000 chefs, 1000 waiters.

Looking for luxury, fine dining and entertainment in abundance?

Harrah's Lake Tahoe.



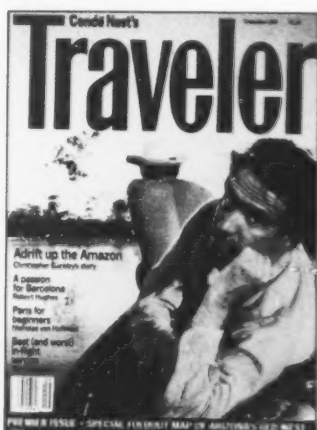
For information call Harrah's Sales
Department 702-588-6611, P.O. Box 8,
Stateline, Nevada 89449 ©1987, Harrah's

ENJOY THE WILDLIFE.

Harrah's®

Lake Tahoe Resort Casino.

Circle No. 121 on Buyer Action Card or call (800) 528-4710, ext. 427



Magazines battle an imposing new rival. See page 8.



The Federal government is hard at work motivating its employees. See page 34.

VIEWPOINT

Government performance ... 6

The Federal government has undertaken a massive campaign to improve its employees' productivity. Although many agencies have made valiant strides, a ban on non-cash awards imposes unwarranted limitations.

UPDATE

How magazines battle new competitor ... 8

Defensive promotions, redesigns and a lawsuit greet Conde Nast's Traveler.

SEC reconsiders ban on non-cash incentives ... 8

Proposal is modified to insure fairness between major financial institutions and independents.

Movie bombs, but tie-in meets its goals ... 10

Despite the failure of De Laurentiis's "Million Dollar Mystery," Glad's promotion is a whopping success.

Recycling update ... 14

"Reverse vending machines" will dispense incentives to California consumers that return their empty containers.

Mixing product, travel trade show booths ... 16

Incentive travel and premium suppliers may resist merging, but most buyers would welcome the move as a timer saver.

Show news ... 24

Motivation '87 in Chicago featured more than 1,625 exhibitors. Here, we report on the educational programs.

Ideas ... 26

Family-oriented vacations are hot....E.F. Hutton chides its employees with a coloring book....Back-to-school season prompts premiums.

FEATURES

Catering to the Affluent ... 29

These consumers do not dream about life's luxuries—they can, and do, buy them. Here's how marketers meet the challenge with high-quality promotions.

Employee Motivation ... 34

- Public-sector workers get a push toward efficiency from the Federal government.
- White-collar workers at Electronic Data Systems get their just rewards.

Auto Industry: Promoting Quality Service ... 44

Dealer campaigns increasingly communicate the importance of customer satisfaction, because discounting and improved product quality are not enough.

Trade Show Giveaways ... 50

Companies spend millions on freebies for show visitors, and too often they are wasting promotion dollars.

TRAVEL TOPICS

Arizona ... 52

Fine weather, varied culture and great golf are all here, but incentive groups have to make their own night life.

PRODUCTS IN FOCUS

Savory Temptations ... 56

From fresh seafood to steak, food gifts are considered a special treat—and that makes them a satisfying choice in consumer and employee promotions.

DEPARTMENTS

Marketplace ... 60

Personnel/Calendar ... 64

Cover photo: Comstock



COMSTOCK

Public-Sector Workers Get a **PUSH**

Productivity improvement efforts in the Federal government aim to overhaul the system and wind up with more satisfied, efficient employees.

By Joanne Levine

Bureaucracy rarely has been associated with productivity or efficiency. Employees of the sprawling Federal government, in particular, are often viewed as ineffectual workers. And, in recent years, government officials have realized that these stereotypes are based in fact.

Initial efforts to motivate the public sector began in 1954, when Congress passed the Incentive Awards Act. This law authorized agencies within the Federal government to pay out incentive awards. The Federal Incentive Awards Program of 1954—which resulted from the law—was designed to improve government operations through motivation and reward. However, government-wide productivity efforts since then have been checkered.

Improving productivity in

America's industrial and government communities is a pet issue of President Reagan. In February 1986, the President's Productivity Improvement Program was created by executive order. It formally calls for improvement in government workers' performance. The goals: to save money and see measurable improvements in service.

Specifically, the mandate requests that all departments and the agencies within them adopt at least four of five "initiatives" in annual productivity plans: top-level support; specific productivity improvement goals; measures and procedures to determine the effects of new methods; quantification of current output based upon specified levels of resource allocation, and specific provisions for employee participation including the use of incentives.

The mandate requires the Federal government to increase its productivity 20 percent by 1992. According to the Bureau of Labor Statistics, government productivity improves by 1.5 percent annually without any outside efforts. Some government officials feel 20 percent is insignificant because it amounts to only 3 percent a year. But, skeptics and supporters alike agree that the mandate has set the tone for change.

Preliminary results show that

Merchandise and travel are not used because the Incentive Awards Act of 1954—which authorized agencies within the Federal government to pay out incentive awards—makes it illegal.

629,366 employees from a universe of 2.1 million Federal workers were recognized for contributions beyond job requirements in 1986. Measurable results from their achievements totaled more than \$1.2 billion, and awards exceeded \$321 million, according to the Office of Personnel Management.

The mechanics of the productivity effort are handled by three departments: the General Accounting Office, which acts as watchdog, the Office of Management and Budget (OMB) and the Office of Personnel Management.

The OMB helped design the program and administers it. Each agency must submit its specific goals and measures annually to the OMB.

The Office of Personnel Management is responsible for setting policy and guidance for the use of incentives and training in productivity improvement, job retraining and placement. The office communicates the basic tenets of the Productivity Improvement Program to employees, said Dick Brengel, chief of the incentive awards division. Each new employee receives training and is informed of the awards program. The Office of Personnel Management also issues a newsletter, "Incentive Awards Notes," which ap-

prises workers of the latest goings-on.

But, each department is ultimately responsible for communicating its employee motivation efforts, said Brengel. "One of the biggest tasks for us (the office) is to simplify procedures and processes to allow managers and agencies to work optimally," said personnel management specialist Fidelma Donahue.

The Office of Personnel Management issues an annual Honor Awards Planning Guide to assist supervisors and managers in identifying appropriate awards. For each award, the purpose, eligibility criteria, deadlines for nominations and ceremony dates are listed.

"The majority of government workers perform tasks that are measurable," said Brian Usilaner, associate director for the General Accounting Office. "For those jobs, input and output are the forms of measure in motivational programs."

Thirty-five percent of Federal employees are white-collar workers. "With the white-collar worker, there is a misconception that you can't capture and quantify what he does," Usilaner said. "That's not true. It's just a different family of measures." Nominal Group Techniques—brainstorming sessions among workers and

managers to come up with measures—are often used. "The theory behind NGT is that the person who knows a job best is the employee doing it," he said.

Appropriate measures are not all that is needed to promote employee motivation efforts. "The inherent structure of the Federal government can thwart some of the best intentions," said Mike Dulworth, formerly an evaluator for the General Accounting Office.

Government jobs are based on a rigid hierarchal system. "You start at a certain grade," said Pat Ritchey, program coordinator for quality circles in the Defense Productivity Program Office in Falls Church, Va. "You must stay there for a minimum of a year. So even if an employee is outstanding, you cannot promote them."

The government's traditional pay system is based on length of service, said Dulworth. "There is a push to dent the bureaucracy and implement pay increases for performance," he noted. "But it has not yet happened all around."

According to Dulworth, the other barriers to motivating government workers are lack of employee involvement, an insufficient link between performance and rewards, and the budget process.

Studies show a lack of employee involvement when it comes to influencing individual jobs, said Dulworth. To attack the problem, the government began using quality circles—a system in which employees make suggestions on job improvements to management. "We have data to support that their

SUGGESTION SYSTEMS

RESULTS OF FISCAL YEAR 1986 ARE IN YELLOW.
RESULTS OF FISCAL YEAR 1985 ARE IN ORANGE.

IDEAS SUBMITTED BY EMPLOYEES AND ADOPTED BY MANAGEMENT

Measurable Benefits	\$348,579,953	Average Benefits	\$7,788
	\$209,848,974		\$4,429
Amount Paid in Awards	\$8,501,465	Average Award	\$222
	\$7,669,666		\$286
Number Submitted	181,877	Participation Rate Per 100 Employees	6.7
	195,845		7.3
Number Adopted	44,758	Adoption Rate of those processed	24.3
	47,385		24.9

NOTE: In 1986, a greater number of Federal employees earned monetary rather than honorary awards. Thus, the amount paid in awards increased even though the number adopted and the average award decreased.

effectiveness has eroded," said Usilaner. Employees would get excited at the start, he said, but management frequently would not follow through on implementation.

Many productivity efforts on the part of workers have gone unrecognized, said Dulworth, thanks to reward systems that were not in place or were insufficient. "Rewards must be equitable and timely," he said. "Traditionally, this has not happened."

To try to arrest the problem, some government agencies have followed the example of the private sector and implemented gain sharing. This method measures gains in employee productivity and shares the savings between the employee and organization on a timely basis.

The budget process is a major hindrance. Agencies must gain Congressional approval to keep any savings at the end of a fiscal year. Otherwise all remaining dollars go back into the budget. "It is a deterrent for agency managers to save money," said Dulworth. "If an agency does not spend its allocated money by the end of the fiscal year, the appropriation committee takes back the money and puts it into the treasury."

Usilaner of the General Accounting Office added, "Any time a bonus or incentive is paid out, the Hill questions it. We live in a fish bowl; we are under constant scrutiny. The public gets upset when you give out bonuses."

The OMB has proposed "shared savings." Each agency that could verify savings would be allowed to carry them over to the next year. "They could apportion money...to employees' bonuses," said Usilaner.

"But like any other changes in policy, Congress must pass it," said Donahue of the Office of Personnel Management, and that can take anywhere from one to 10 years.

Other factors also affect productivity campaigns. Initially, there might have been resistance to the productivity push from employees, said Marty Russell, vice president of national affairs for the Dallas-based American Productivity Center. "In the past, government employees interpreted pro-

ductivity as a way to cut heads. Workers feared they might lose their jobs." And with good reason: Ritchey of the Defense Productivity Program Office cited an instance when maintenance program workers worked themselves out of jobs.

Also, many government employees are union members, said Russell. "They (unions) can hinder productivity efforts unless you involve them from the onset," he noted.

Despite all these barriers, employee motivation campaigns are widespread throughout government agencies. Aside from quality circles and gain-sharing programs, techniques include training and education; special act, invention, recognition and service award programs; suggestion systems, and bonuses.

Cash is the award. Noncash awards such as merchandise and travel are not used. "Simply the Incentive Awards Act makes it illegal," said Brengel of the Office of Personnel Management. "Moreover, the public and Congress would not accept our handing out \$500 TV sets." Unfortunately, the General Accounting Office's Usilaner said, "existing policies prohibiting the use of administrative

time off and merchandise limit flexibility in designing and implementing programs."

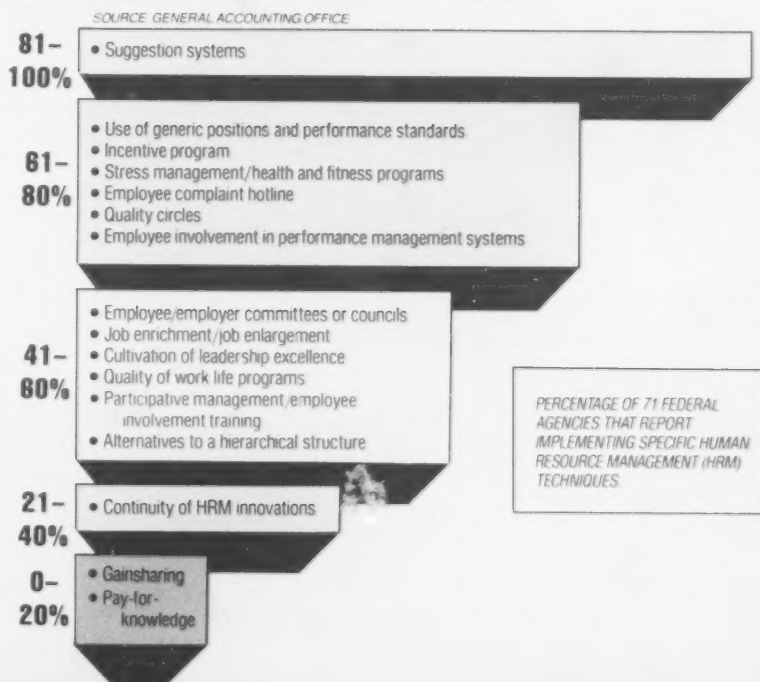
Still, the campaigns are as diverse as the departments—from the Central Intelligence Agency to the Agriculture Department. Each agency has incentive award administrators, Brengel said, and supervisors determine measurement criteria.

Experts hail the Agriculture Department for having one of the more successful and innovative productivity programs in government. Within the department, there are 20 major agencies and 115,000 employees. Responsibilities range from issuing food stamps to managing national parks. The majority of the department's funding goes toward social services, although most people work on the natural resource side.

"We are unique because 90 percent of our work force is in the field; we have people in each of the 3,000 U.S. counties," said Bob Halstead, assistant to the Assistant Secretary of Agriculture. "Our group of agencies has a lot of autonomy."

For the Productivity Improvement Program, the Agriculture Department decided to ask 1,000

PRODUCTIVITY PRACTICES



Nominal Group Techniques—brainstorming sessions among workers and managers—are used to motivate white-collar employees.

employees—from secretaries to senior managers—what could be done better. Ten sessions with 100 participants each were held. "We discovered that the majority of people liked their jobs, but the communication network with employees had disintegrated," said Halstead. "Support systems—such as performance appraisals and suggestion systems—had broken down."

From the initial pool of 1,000 people, 18 were selected to go to headquarters and sort through all the suggestions generated in the 10 workshops. After a week, these 18 people presented 10 recommendations—from introducing quality circles with Federal officials to offering better training programs—to the Secretary and his assistants. "The Secretary there and then assigned all 10 recommendations to be implemented," said Halstead.

One of the programs that had

not functioned properly was the suggestion system. "There was a lack of staff and time delays," Halstead said. "In general, there was too much red tape." The remedy was an annual "idea week" during which all employees can dial a toll-free number from 8 A.M. to 8 P.M., write in or use electronic mail. The Agriculture Department guarantees a response within 30 days, "even if we don't implement the idea," said Halstead.

The old suggestion program yielded 2,800 suggestions in a year. During Idea Week, more than 3,000 recommendations were received in five days, according to Halstead. Any suggestion that results in real savings earns up to \$1,000.

The Internal Revenue Service was foundering in several areas—morale, customer service and productivity—and so

implemented a number of campaigns to remedy the problems.

The entire department committed itself to quality service through the "Quality Strategic Initiatives" program. Quality Improvement Teams were set up across the country. In these, employees gather data and identify problems, while managers do the problem solving.

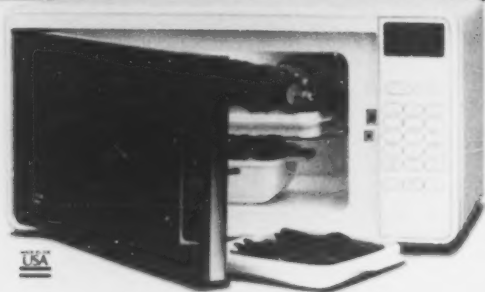
"The concept is that, through improved quality, productivity will benefit," said Carolyn Wallace, planning officer for the planning division of the IRS. "It's founded on the basis that you need management's commitment, not just a change in the culture."

Managers keep for their departments 50 percent of any surpluses resulting from cost-saving actions that they initiated. Historically, surpluses were taken away.

Training is part of the program. In January 1987, 10,000 managers were involved in quality leadership training, while other employees participated in a three-day workshop to identify problems and foster team spirit, said Wallace.

Another step toward improvement was the automation of tax

Instant Incentive.



Litton's American made microwave ovens can mean instant status and motivation for your next incentive program. For information, send your business card to: Craig Johnson, Litton Microwave Cooking Products, 4450 Mendenhall Road South, P.O. Box 1976, Memphis, TN 38101-1976. Or call (901) 366-3055.

Life's worth Litton.

©1987 Litton Systems, Inc.

Circle No. 127 on Buyer Action Card
October 1987

NEW PREMIUM IDEA OF THE MONTH... AND IT'S UNDER \$5.00



- ◆ 52 full-color reproductions of the greatest baseball cards
- ◆ 365 facts, stats, and colorful quotes about the game
- ◆ a four-card collector's set including Ty Cobb, Babe Ruth, Walter Johnson, and Dizzy Dean
- ◆ a great circulation premium, direct premium, sports promotion tie-in
- ◆ immediate availability

Customization • Imprinting • Dropship Available

For information please write or call:
Mr. Jim Lindquist
National Premium Manager
(617) 725-5965

Houghton Mifflin Company
2 Park Street, Boston, Massachusetts 02108
© Houghton Mifflin Company 1987

Circle No. 118 on Buyer Action Card
INCENTIVE MARKETING

enforcement and taxpayer service employees, done only a few years ago. "That's where we fit in," said Dan Buersmeyer, chief of the human resources technology staff for the IPS. "While developing automation, if the human parts are not taken into consideration, turnover skyrockets, and ultimately the cost of training increases.

"We hired industrial psychologists to find out what employees liked and didn't like about their jobs, what they would do differently and how they felt about computers. We enlisted end-users to help design the system," said Buersmeyer.

Also, management training is being revised to foster a participative rather than an authoritarian approach.

Quality of work life has been an ongoing problem for the IRS, and it has been reflected in the high turnover rate for keypunch operators. To address this issue, the IRS established the Cooperative Effort Incentive Pay System, which measures the quantity and quality of inputter keystrokes in all 10 service centers. A target is selected for each center, based on historical data, and quotas are established so that about 50 percent of employees will earn incentive pay. The measurement standards are adjusted every two to four weeks.

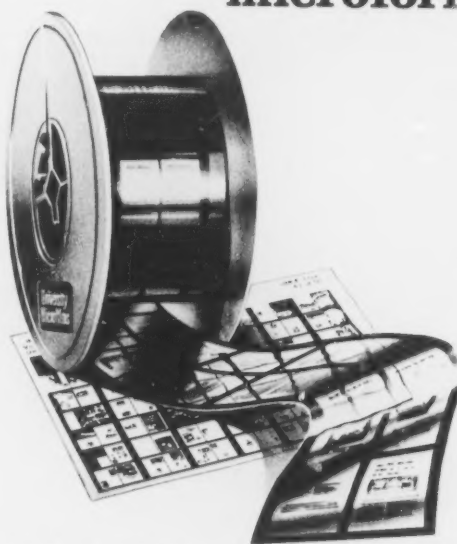
Earnings can go as high as hundreds of dollars per month, according to Wallace. Although the IRS would not quantify the savings, it claims a better quality product, retention of data transcribers and success with recruitment.

The Defense Productivity Program Office is responsible for implementing cohesive productivity plans for its agency managers to carry out. Quality circles, suggestion systems, gain sharing and recognition programs are all under the umbrella of improving the quality of work life.

The Defense Department has more than 2,000 quality circles in place. Although the department reports that results are difficult to quantify, it claims greater employee involvement and improved communications between work

CONTINUED ON PAGE 65

This publication is available in microform.



University Microfilms

International reproduces this publication in microform: microfiche and 16mm or 35mm film. For information about this publication or any of the more than 13,000 titles we offer, complete and mail the coupon to: University Microfilms International, 300 N. Zeeb Road, Ann Arbor, MI 48106. Call us toll-free for an immediate response: 800-521-3044. Or call collect in Michigan, Alaska and Hawaii: 313-761-4700.

☐ Please send information about these titles:

Name _____

Company/Institution _____

Address _____

City _____

State _____ Zip _____

Phone () _____

University
Microfilms
International

Companies spend millions on freebies for show visitors, and too often they are wasting promotion dollars.

By Regina McGee

Trade Show Giveaways

Exhibitors at the National Association of Home Builders show in Dallas were giving away everything—including the kitchen sink. Strolling the aisles of the 360,000-square-foot exposition, visitors could reap a booty of key chains, posters, pens, pocket screwdrivers and room thermometers, as well as some more unusual promotional items like rubber bricks, light bulbs and sink-shaped bottle openers.

"At least I've got my Christmas shopping for the office out of the way," sighed one tired but satisfied show visitor, toting two bulging plastic bags.

Unusual for its size, the NAHB show is typical of many expositions in at least one regard: Too often an exhibitor's giveaway ends up in the hands of a "shopper," not a buyer or even a user of a company's product or service. Furthermore, many trade show giveaways—regardless of who gets them—don't do anything to enhance a company's image or sales objectives.

"I don't see how a fuzzy lapel pin contributes to the decision to buy, which in my judgment is what giveaways should do," says William Mee, president of the Trade Show Bureau, a research and promotional organization based in East Orleans, Mass.

Adds Rodger Laforte, chairman of the International Exhibitors Association: "Many companies pick something out of an incentive catalogue, stamp their name on it and give it to anyone who inquires at the booth. You have to wonder what they're getting in return."

Whatever they're getting, exhibitors are spending a lot. According to the Trade Show Bureau, companies spend more than \$1.5 billion annually to participate in trade shows. Typically, 2 percent of every exhibit dollar is spent on speciality advertising, which translates into about \$30 million annually.

At some companies, these giveaways, which include prizes won through drawings, account for a much bigger percentage of the exhibit budget. At the Adolph Coors Company, for instance, 20 percent is earmarked for giveaways. And the Ex-Cell-O Corporation, a machine tool manufacturer, spent \$15,000 to \$21,000, or a quarter of its show budget, for a single cruise promotion at a recent trade show.

Why do exhibitors use giveaways? Are they throwing away promotion dollars that could be better spent elsewhere?

Most companies use trade show giveaways for one or more of these purposes: to boost booth traffic, to build mailing lists or to enhance the recognition or image of a company during the show and afterwards.

Coors, for instance, lures customers to its exhibit by letting them make a mock video commercial at the booth. Afterwards, participants get T-shirts. To build its mailing list, Hasbro Inc. holds daily drawings at its booth for one or more of its toys. Contestants must fill out a

Make-your-own-video and T-shirts lure traffic to Coors's booth.



lead form. The Westinghouse Electric Corporation has sought to enhance company recognition with Swiss chocolates, metric rulers, desk-top message holders and a drawing for a free engineering survey.

Some companies measure the success of a giveaway simply by how popular the item is, others by the mailing list it helps create or the booth traffic that results. Gauging the image-enhancing effectiveness of a giveaway is hard. "It's like planting a seed," says Westinghouse communications specialist Michele Bertini. "You may reap the fruit one month or one year after you give away an item at a trade show. It depends on where the person is in the buying cycle." At the very least, says Bertini, a giveaway should create an opportunity for interaction with show visitors.

Yardsticks like these may be poor measures of success, say some trade show marketers. Large crowds at exhibit booths can discourage serious prospects, while a mailing list is only as valuable as the potential customers it yields. According to Red Bank, N.J.-based Exhibit Surveys Inc., giveaways do help show visitors recall companies and products after the show. But the value of the recognition is hard to gauge.

Giveaways can be effective when "they go to the right people and have a good support structure behind them," says Allen Konopacki, president of Incomm International Inc., a trade show consulting company in Chicago. Konopacki, who is also an industrial psychologist, recommends that giveaways be presented at the close of a conversation with an interested booth visitor—as a reward.

"The Japanese really know how to use a giveaway," says Konopacki, who once received an attractively wrapped box from a Japanese business associate after a conversation with him. Inside was a \$10 calculator. "But his presentation was so good, it felt like the Nobel Peace Prize," he says.

Merck Sharp & Dohme, a division of Merck & Company, knows the value of a giveaway-as-reward, too. Booth salespeople present physicians with a gift—recently a clip-on chart light—after the close of a product discussion. Only a sample of the

RATING GIMMICKS

The least an attention-getting technique should do is create awareness of a company and its products, according to Exhibits Surveys Inc., Red Bank, N.J. The research company surveyed visitors at dozens of trade shows to see how many could recall a company or product when reminded of the attention-getting technique used in the booth. Giveaways, or advertising specialties, were found to be the most effective at stimulating company and product recognition.

TECHNIQUE	IDENTIFIED COMPANY	IDENTIFIED PRODUCT
Ad specialty (giveaway)	19%	13%
Live music/ comedy skit	17%	11%
Puppet show/ cartoon character	14%	11%
Contest/drawing	13%	9%
Robot	13%	7%
Caricature artist	11%	7%
Theme	10%	7%
Talking head	10%	6%
Magician/card expert	7%	5%
Professional athlete	7%	4%
Audiovisual presentation	5%	3%
Other techniques	17%	12%

giveaway is displayed, and the success of the item is measured by how many product discussions it helped stimulate.

Some exhibitors target giveaway recipients with a pre-show promotional mailing that invites prospects to come by the booth to pick up the gift.

CONTINUED ON PAGE 66

What Makes a Good Specialty?

Are T-shirts better giveaways than chocolates or key chains? Exhibit Surveys offers these simple guidelines for trade show specialties: They should be functional, be related to the company's product—if not a sample of it—and bear the company name and phone number.

Allen Konopacki of Incomm International adds that the specialty should tie into the company's exhibit theme or overall

marketing message. For example, to celebrate its 75th anniversary, one mining equipment manufacturer set up an exhibit booth with a diamond-mine theme. The giveaway was a \$2 diamond-tip engraving tool, which could be used for putting identification numbers on personal possessions.

Some specialties are more appropriate for some types of shows. Rulers and other measuring devices are big at craft and construc-

tion shows, while desk-top items are popular with professional groups, for instance.

Often people will wait in long lines for the strangest freebies. "I've seen doctors line up for stuffed teddy bears and engineers squabble over plastic hats," says Fred Kitzing, head of Kitzing Inc., an exhibit service firm. The challenge for marketers is to turn the lure of a freebie into a useful reward for the right person. ■

PUBLIC SECTOR

CONTINUED FROM PAGE 41

force and management.

In January 1988, the McClellan Air Logistics Center in Sacramento, Calif., will revamp the pay system for 2,000 of its employees in an Air Force program called Pacer Share. The typical graded-job system will be replaced with pay for performance. "This should give management the ability to move people around to facilitate productivity," said Ritchey.

Gain sharing will be the second prong of the motivational program. "Aside from giving managers more flexibility, the goal is to distribute products quicker," said Ritchey. Any savings incurred by the employees—from engineers to assembly line people—will be shared, said Dick Power, director of the Defense Productivity Program Office. "It's a group effort."

The Navy is often pitted against the private sector for ship repair jobs. To make competitive bids for projects, the Charleston Naval Ship Yard began a gain-sharing program. If employees performed a task at a lower cost than the bid, then the difference in the two prices is shared between workers and the Navy.

The Defense Department's Productivity Excellence Awards Program tries to capture the creativity and resourcefulness of its employees. Two tiers of recognition awards are given to employees who suggest an idea that results in first-year savings.

For ideas that total savings of more than \$1 million, recipients go to a formal awards ceremony and receive their certificate from Secretary of Defense Casper Weinberger.

For ideas that yield \$100,000 to \$1 million in savings, the suggester receives a letter of commendation from the Secretary of Defense.

In 1986, 60 Defense Department employees made 29 suggestions that saved \$200 million.

Suggestions included a change in the clothing issuance for new Army recruits, an improvement in the repair procedure of an Air Force aircraft antenna, and a switch from hand-applied to machine-applied embroidery on ceremonial flags for the Air Force and Army.

Buyers:



Use Incentive Marketing's new toll-free telephone reader service to get free information on **IM** advertisements.

Just call **(800) 528-4710** and ask for the extension corresponding to the participating advertiser of your choice. An operator will take down the information necessary to speed your inquiry into processing.



Here are the advertisers participating in the telephone reader service this month.

Chinon	443
Dakin	425
Frontier Hotel	447
Harrah's Tahoe	427
Harry & David	462
Holland America	453
Korean Airlines	404
Pan Pacific Hotels	466
The Pointe at Tapatio	414
Princess Cruises	411
Sheraton Asia	454
Singapore Convention	410
Sony	424

If you prefer, use **IM's Action Card** for these and all **IM** advertisers.

SHOW GIVEAWAY

CONTINUED FROM PAGE 51

A successful variation is to send one part of a two-part giveaway, inviting the prospect to come by the booth for the rest. For example, CIPA, a French manufacturer of automotive mirrors, sent 100 top prospects a pre-show mailing containing a leather appointment book and an invitation to come by the company's booth for a matching leather desk calendar. All but six of them did, and 63 of them now sell CIPA products, according to a study published by the Trade Show Bureau.

These two-part giveaways tend to cost more, but they generally are offered to fewer people. Besides, says Mee of the Trade Show Bureau, getting an order takes an average of 5.5 sales calls that cost about \$200 each, according to a McGraw-Hill study. "Spending \$50 to get a top prospect into the exhibit booth can make a lot of sense," Mee says. ■

IM MART

Rates: \$50 per column inch.

Display advertising: Maximum size of 4 inches deep and 2 1/4 inches wide.

All **IM MART** advertising is payable in advance, and is non-commissionable.

Box numbers: Used at advertisers' request. \$5 charge.

Closing date: 5th of the month preceding publication.

Forward material to:
Incentive Marketing
IM MART

633 Third Avenue
New York, N.Y. 10017

INCENTIVE TRAVEL SALES

One of the nation's largest full service INCENTIVE TRAVEL AGENCIES is looking for an aggressive NATIONAL ACCOUNTS MANAGER to develop new business with Fortune 500 clientele. Candidates should have heavy corporate sales background with boardroom presentation skills. Foreign destination, merchandise award knowledge, travel and marketing skills essential. Salary plus commission. Atlanta, Chicago, New York, Dallas, Los Angeles areas.

David L. Frew
(404) 261-1600

Osborne Incentive Company
3379 Peachtree Road N.E.
Atlanta, Georgia 30326

ADVERTISERS' INDEX

CIRCLE NUMBER	PAGE NUMBER	CIRCLE NUMBER	PAGE NUMBER
105	AT&T Communi- cations 17-19	—	IMRA.....63
104	Abercrombie & Fitch 11	125	Korean Air 1
101	Advance Watch 25	128	Legal Seafood.....59
102	Animal Fair 32	126	Le Mott Corp.....2
106	Beemak Plastics 47	127	Litton Microwave 40
107	Bentley Industries 5,7,9	129	Mallards Beach Hotel 22
111	Chinon America 55	131	Pan Am.....27
112	R. Dakin 10	132	Pan Pacific Palau 4
—	Delta Airlines 45	130	Pan Pacific Singapore.....38-39
—	Eastman Kodak 3	133	Pfaelzer Brothers 57
114	Essex Marketing 23	134	Pointe at Tapatio Cliffs 53
115	Gerald Fried 6	135	Princess Cruises 15
110	Frontier Hotel 61	136	R.T.C. 47
116	German Convention.....14	138	Sheraton Asia 48-49
117	Great Maine Lobster 58	137	Singapore Convention.....18
120	L'Habitation 14	139	Sony 4
121	Harrah's Tahoe.....C-2	140	Tahiti Tourist Board.....43
119	Harry & David 58	141	Tiffany 11
124	Holland American 31	113	U.S. Stove.....35
118	Houghton Mifflin Co. 40	—	University Microfilms 41
122	Hyatt Corp. 12-13		
123	Hyatt Cerroamar 28		

Note: This index to Advertisers is provided for the convenience of readers and as an additional service for advertisers. The publisher assumes no liability for errors or omission.